

## SECTION C

### GENERAL SCHOOL ADMINISTRATION

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## **ADMINISTRATION GOALS**

It is the intent of the School Committee that the District employs qualified personnel to administer the school system efficiently and to require the Superintendent to organize the administration in a manner that will make clear the functions of each position and the relationships among them.

The Superintendent will establish clear lines of communication, both vertically and horizontally, and will form any staff councils or committees needed to provide for efficient conduct of school business. In order to engage in this process in an orderly and effective fashion, each individual and group will be given particular, clear-cut responsibilities. Channels will be established so that the recommendations and decisions of each group can be heard and reviewed by the chief administrative officer concerned, and, where appropriate, by the Superintendent and School Committee.

The organization and administration of the schools will balance responsibility with commensurate authority, subject to the reserved legal powers of the School Committee. This means that a staff member, when assigned a responsibility or a position, will be given the authority to make the decisions necessary to perform the assigned tasks.

For the schools to operate effectively, each administrative officer will be responsible and accountable for making a plan of development for all staff assigned to his/her area of operation.

SOURCE: Falmouth School Committee

## **SCHOOL SUPERINTENDENT**

The School Committee shall employ a Superintendent of Schools and fix his/her compensation. The Superintendent shall act in accordance with General Laws, Chapter 71, Section 59, and shall perform such other duties consistent with this section as the Committee may determine. He/she shall also prepare such reports as may be required by the State Department of Education and shall submit materials for the Committee's annual report to the Town Administrator and Board of Selectmen in sufficient time for printing in the annual report.

LEGAL REFS:       M.G.L. 71:59, 72:3

## **SUPERINTENDENT'S CONTRACT**

The School Committee, upon the election of a candidate or upon reelection of the incumbent Superintendent, will enter into a written contract with the Superintendent which will meet the requirements of law and will protect the rights of both the School Committee and the Superintendent.

LEGAL REFS.: M.G.L. 71:41; 71:42

NOTE: Under the laws of the Commonwealth, the School Committee may award a contract to a Superintendent of schools for a period not to exceed six years.

## **SALARY INCREMENTS FOR THE SUPERINTENDENT OF SCHOOLS AND OTHER CENTRAL OFFICE ADMINISTRATORS**

The School Committee shall meet annually to review the salary levels of the Superintendent of Schools and his/her recommendations for Central Office Administrators. This review will take place following the completion of evaluations and should be completed before the opening of the school year. Completion of this review shall include taking definitive action to establish or vote any adjustment in the salary rate to become effective on July 1<sup>st</sup> including retroactive application as needed. It should also include providing the Superintendent with an official written notification of the results of the review.

The review of the Superintendent's salary shall be made with the intent of keeping that salary competitive and reasonable in view of such factors as:

- I. Comparisons with salaries of other Superintendents in similar districts and communities;
- II. An adequate differential between the salary levels of the Superintendent and the salary levels of other administrators and teachers in the local school district;
- III. Changes in the "Consumer Price Index for Urban Wage Earners and Clerical Workers" promulgated by the Bureau of Labor Statistics, United States Department of Labor, Boston, Region, and published in February of each year. If this index is not in existence at the time of the annual review, some comparable table or index shall be used in its stead;
- IV. Special fringe benefits which are defined in consultation with the Superintendent; and
- V. Performance of the Superintendent

The Superintendent will make the recommendation for salary adjustments for principals and other members of the Central Office Administration covered by individually negotiated contracts. These recommendations will be made and, if voted by the Committee, will take effect as of July 1, including retroactive application as needed, in accordance with the contract terms for each individual position.

Under the laws of the Commonwealth of Massachusetts, contracts up to three years in length can be awarded to administrators.

DATE: November 13, 1975

REVISED: August 22, 2000

SOURCE: Falmouth School Committee

## **EVALUATION OF THE SUPERINTENDENT**

The Falmouth School Committee shall provide clear processes for the annual evaluation of the Superintendent. These shall be based on the Goals and Objectives of the school system, the approved job description, and the annual performance objectives for the Superintendent. The evaluation processes shall follow a stated timeline established between the School Committee and the Superintendent, which begins with the setting of goals and annual performance objectives before the start of the school year and progresses through the completion of evaluation forms before the annual town elections in May.

The purpose of the evaluation is to help the Superintendent to succeed as the Committee's executive officer or to improve his/her performance, to recognize significant achievements, and to enable the Committee to make responsible decisions regarding the renewal of the Superintendent's contract.

REVISED AND APPROVED:	June 28, 1981
REVIEWED:	February 1995
REVISED:	June 25, 1996; August 22, 2000
SOURCE:	Falmouth School Committee

## **ANNUAL PERFORMANCE OBJECTIVES FOR THE SUPERINTENDENT**

At the beginning of the school year, the Superintendent shall collaboratively establish with the School Committee his/her key performance objectives for the year. These performance objectives will be completed shortly after the goals and objectives of the school system have been approved by the School Committee. The School Committee shall respond to the Superintendent's suggested objectives based on the degree to which they:

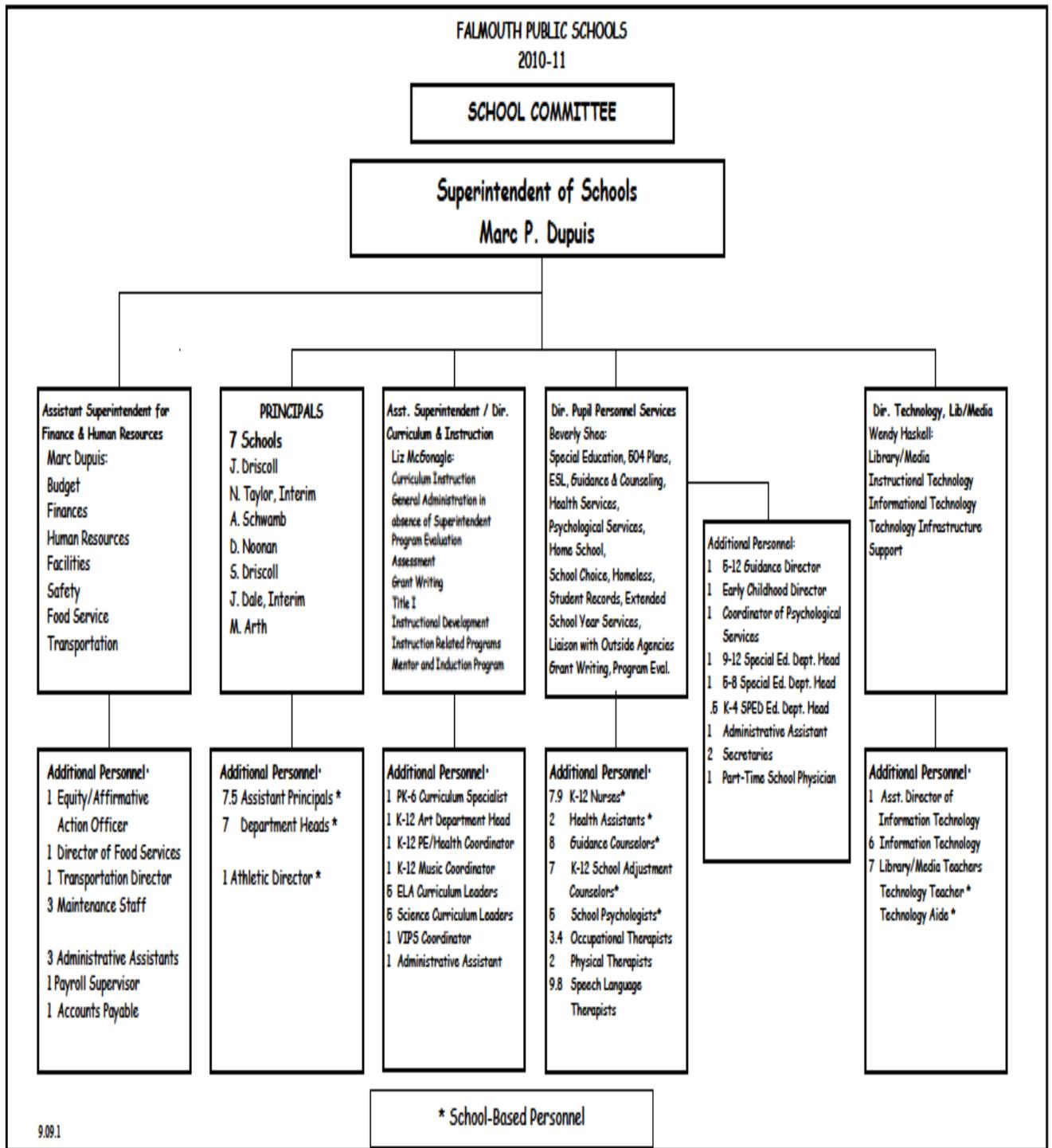
- a. are measurable or observable
- b. indicate quality as well as quantity
- c. are relevant to the school system's goals and objectives, the Superintendent's job description, or his/her personal development goals, and
- d. are realistic in terms of the Superintendent having a plan and time to accomplish them.

The School Committee and the Superintendent shall discuss progress periodically during the school year and, as mutually determined, change objectives or priorities.

DATE: July 28, 1981

REVISED: August 22, 2000

SOURCE: Falmouth School Committee



SOURCE: Falmouth School Committee

**Falmouth Public Schools**

## **LINE AND STAFF RELATIONS**

The School Committee expects the Superintendent to establish clear understandings on the part of all personnel of the working relationships in the school system.

Personnel will be expected to refer matters requiring administrative action to the administrator to whom they are responsible. The administrator will refer such matters to the next higher administrative authority when necessary.

It is expected that the established lines of authority will serve most purposes. But all personnel will have the right to appeal any decision made by an administrative officer through established grievance procedures.

Additionally, lines of authority do not restrict in any way the cooperative, sensible working together of all staff members at all levels in order to develop the best possible school programs and services. The established lines of authority represent direction of authority and responsibility; when the staff is working together, the lines represent avenues for a two-way flow of ideas to improve the program and operations of the school system.

SOURCE: Falmouth School Committee

## **ADMINISTRATIVE COUNCILS, CABINETS AND COMMITTEES**

The Superintendent may establish such permanent or temporary councils, cabinets, and committees as he/she deems necessary for assuring staff participation in decision making, for implementing policies and regulations and for the improvement of the educational program.

Functioning in an advisory capacity, all councils, cabinets and committees created by the Superintendent will make recommendations to the Superintendent. Such groups will exercise no inherent authority. Authority for establishing policy remains with the School Committee and authority for implementing policy remains with the Superintendent.

The membership, composition and responsibilities of administrative councils, cabinets and committees will be defined by the Superintendent and may be changed at his/her discretion. However, the School Committee will be kept informed of the establishment and dissolution of these groups as well as their membership and their purpose.

Expenses incurred by such groups for consultative services, materials, and any investigative travel will be paid by the school system, but only within budgetary allotments and when approved in advance by the Superintendent or designee.

SOURCE: Falmouth School Committee

## **POLICY IMPLEMENTATION**

The Superintendent has responsibility for carrying out, through procedures, the policies established by the School Committee.

The policies developed by the School Committee and the procedures developed to implement policy are designed to increase the effectiveness and efficiency of the school system. Consequently, it is expected that all school employees and students will carry them out.

Administrators and supervisors are responsible for informing staff members in their schools, departments, or divisions of existing policies and procedures and for seeing that they are implemented in the spirit intended.

SOURCE: Falmouth School Committee

## **DEVELOPMENT OF PROCEDURES**

The Superintendent will be responsible for specifying required actions and designing the detailed arrangements under which the school system will be operated in accordance with School Committee policy. These detailed arrangements will be designed to implement policies, goals, and objectives of the School Committee and will be one of the means by which the school system will be governed.

In the development of procedures, the Superintendent may involve at the planning stage those who would be affected by the procedures, including staff members, students, parents/guardians, and the public. He/she must weigh with care the counsel given by representatives of staff, student and community organizations. He/she will inform the School Committee of such counsel in presenting pertinent reports of procedures and in presenting procedures for School Committee approval.

As long as the Superintendent operates within the guidelines of policy adopted by the School Committee, he/she may issue procedures without prior School Committee approval unless School Committee action is required by law, or the School Committee has specifically asked that certain types of procedures be given School Committee approval, or the Superintendent recommends School Committee approval in light of strong community attitudes or probable staff reactions.

SOURCE: Falmouth School Committee

## **SCHOOL COMMITTEE REVIEW OF PROCEDURES**

It is expected that the Superintendent and administrative staff will need to issue procedures implementing policies of the School Committee. Many of these will be routine from year to year; others will arise in special circumstances; some will be drawn up under specific directions from the Committee.

The Committee may review the procedures developed by the Superintendent for the school system whenever they appear inconsistent with policy, goals, or objectives of the district, but it will revise or veto such procedures only when, in the Committee's judgment, they are inconsistent with policies adopted by the Committee.

The Committee will not officially approve procedures except as required by state law, or in cases when strong community attitudes or possible student or staff reaction make it necessary or advisable for a regulation to have the Committee's advance approval.

### **Rules Pertaining to Student Conduct**

Under Massachusetts law, the Superintendent is required to publish "rules and regulations pertaining to the conduct of teachers and students which have been adopted." (Under Massachusetts Law, the Superintendent is required to submit student handbooks to the Department of Education for information purposes only.) Standards of conduct will be included in student handbooks. Changes to the student handbooks will be reviewed and approved annually by the School Committee.

LEGAL REFS.:       M.G.L. 71:37H

## **PROCEDURES DISSEMINATION**

It will be the responsibility of the Superintendent to see that the procedures developed to implement Committee policies and administer the school system are appropriately coded and included as procedures in the School Committee's policy manual.

A procedure concerning a particular group or groups in the schools will be distributed to the group(s) prior to the effective date of the procedure.

SOURCE: Falmouth School Committee

## **APPROVAL OF HANDBOOKS AND DIRECTIVES**

The law directs that in each school building containing the grades nine to twelve, inclusive, the Principal, in consultation with the school council, shall prepare and distribute to each student a handbook setting forth the rules pertaining to conduct of students. The school council shall review the handbook each spring to consider changes in the disciplinary policy to take effect in September.

It is essential that the contents of all handbooks conform to School Committee policies. It is also important that all handbooks bearing the name of the school system or one of its schools be of a quality that reflects credit on the school department. Therefore, the Committee expects handbooks requiring approval to be approved prior to publication by the Committee and/or the Superintendent.

School Committee approval will be necessary for any handbooks that pertain to required standards of conduct for students so that their contents may be accorded the status of Committee-approved policy or procedure. The Superintendent will use his/her judgment as to whether other specific handbooks need School Committee approval; however, all handbooks published will be made available to the School Committee for informational purposes.

Any changes to student code of conduct will be reviewed by Legal Counsel.

LEGAL REFS.: M.G.L. 71:37H

## **APPROVAL OF HANDBOOKS AND DIRECTIVES**

Notwithstanding any general or special law to the contrary all student handbooks shall contain the following provisions:

1. Any student who is found on school premises or at school-sponsored or school related events, including athletic games, in possession of a dangerous weapon or a controlled substance, may be subject to expulsion from school by the Principal.
2. Any student who assaults any employee of the School District may be subject to expulsion from school by the Principal.
3. Any student who is charged with a violation of either (1) or (2) above shall be notified in writing of their opportunity for a hearing, provided, however that the student may have representation, along with the opportunity to present evidence and witnesses at said hearing before the Principal. After said hearing the Principal may decide to suspend rather than expel a student.
4. Any student who has been expelled shall have the right to appeal to the Superintendent.
5. When a student is expelled under the provisions listed above and applies for admission to another school for acceptance, the Superintendent of the school district to which application is made may request and shall receive from the Superintendent of the school expelling said student a written statement of the reasons for said expulsion.

LEGAL REFS.: M.G.L. 71:37H

**ADMINISTRATION IN POLICY ABSENCE**

When action must be taken within the school system where the School Committee has provided no guides for administrative action, the Superintendent will have the power to act. The Superintendent's decisions, however, will be subject to review by the School Committee.

SOURCE: Falmouth School Committee

## **ADMINISTRATIVE REPORTS**

The School Committee will require reports from the Superintendent concerning conditions of efficiency and needs of the schools.

School building administrators will be required to keep such records and make reports as the Superintendent may direct or require.

Upon receipt of the Superintendent's reports, the School Committee will take steps to appraise the effectiveness with which the schools are achieving the educational purposes of the school system.

Because statistical information often has a time value, each administrator will give careful consideration to all procedures related to reports, accounting, and general business matters that are required for the administration of the school program and will make accurate and prompt return on scheduled dates of all required statistical and other information.

SOURCE: Falmouth School Committee

## **SCHOOL DISTRICT ANNUAL REPORT**

An annual report covering the diversified activities of the school system and the administration's recommendations for their improvement will be prepared by the Superintendent and presented to the School Committee. The report will be made available to the public and used as one means for informing the parents/guardians, citizens, Commissioner of Education and others of the programs and conditions of the town's public schools.

Established by law and Committee policy.

LEGAL REFS.: M.G.L. 72:4

## **INFORMATION FROM SUPERINTENDENT TO THE SCHOOL COMMITTEE**

The Superintendent should be responsible for maintaining strong communication of information to the School Committee about the school system and individual schools. These processes should use varied methods such as direct telephone calls, e-mail, oral reports at School Committee meetings, copies of school newsletters, and written reports, as needed for timeliness and accuracy.

The objectives for these information processes are:

1. To keep School Committee members informed of significant events about which the public may have questions or concerns.
2. To provide information about noteworthy achievements of individuals or groups to help School Committee members project a positive image for the school system.
3. To keep School Committee members informed about significant programs operating in the school system.

DATE: 2/7/79 (Discipline Sub-Committee)

APPROVED: 3/6/79

REVISED: August 22, 2000

SOURCE: Falmouth School Committee